



Care better every day

Welcome from Diane Wake, our Chief Executive and Jenni Ord, our Chair



Diane Wake, Chief Executive



Jenni Ord, Chair

Welcome to our strategy for 2019-2021.

This strategy describes the vision that The Dudley Group NHS Foundation Trust (DGFT) has for the next two years. It outlines how we will continue to be a sustainable organisation delivering high-quality health care in the right place and at the right time for the population of Dudley and beyond.

Many of our patients, staff, volunteers and partners have contributed to the development of this strategy. They have provided feedback on what the Trust is already doing well and told us what we need to improve. They have also given their views on the future of the Trust. We would like to thank each person that has contributed for taking the time to give us feedback and make suggestions. Every comment has been considered and used to help inform the content of this strategy.

Our strategy has been written at a time of significant change and this is why we have decided to write this strategy for a two year period. The NHS Long Term Plan for the NHS was published on 7th January 2019; discussions are ongoing about how health care could be provided differently across the Black Country and we continue to develop our plans for a Multi-specialty Community Provider (MCP – Integrated Care System) in Dudley which will see more health care delivered in the community or our patients' homes. We are implementing the Dudley Improvement Practice Programme across the Trust to transform our ways of working and to improve patient care and we are excited to have been awarded £20.3 million to rebuild our Emergency Department by 2022/23.

Although the details to support the implementation of the NHS Long Term Plan have yet to be published, we have identified three key themes from all of the above which will be central to DGFT's strategy. These are:

- q Development and implementation of the MCP.
- q Improving the efficiency and effectiveness of elective and emergency care.
- q Developing specialist hospital services.

Whilst there are challenges ahead, this is an exciting time for DGFT and we look forward to working with you to shape our future services.

About The Dudley Group NHS Foundation Trust

Trust Strategy 2019-

We provide acute and community services to the population of Dudley and to other parts of the Black Country, West Birmingham, South Staffordshire and North Worcestershire.

We also provide a range of specialist services, some of which are accessed by patients from across the UK. These include vascular surgery, endoscopic procedures, stem cell transplants and specialist genitourinary reconstruction.

We have a workforce of around 4,400 whole time equivalent (WTE) staff making us the second largest employer in Dudley. Our staff are our greatest asset and we provide a range of secondary and tertiary services including:

- q Adult community services such as community nursing, end of life care, podiatry, therapies and outpatient services from a range of community venues across the borough.
- q Russells Hall Hospital has more than 650 beds, including intensive care beds and neonatal cots. The hospital provides secondary and tertiary services such as maternity, critical care and outpatients, and an Emergency Department that features a brand new Emergency Treatment Centre.
- q The Guest Outpatient Centre in Dudley and Corbett Outpatient Centre in Stourbridge provide a range of outpatient and day case services.
- q Vascular services is the hub for the Black Country.
- q An active research and development team.



Our vision

Trusted to provide safe, caring and effective services because people matter – care better every day.

Our vision was developed in 2015. We have consulted on whether it should be changed. During the consultation, there was almost universal agreement amongst patients and staff that the Trust's vision is the right one even though the environment in which the Trust works has changed considerably since the vision was adopted.

We have added the strap line care better every day to our vision to capture what staff have told us about making the vision more relevant to their ambition to provide high quality care daily and to reflect our commitment to the Dudley Improvement Practice Programme.

Our



Care

we provide safe, quality healthcare for every person – every time

Our values support our vision and define how the Trust and every member of staff will work to deliver the best care possible.

Most of the patients we consulted told us that our values are demonstrated clearly through the care we provide, whilst staff said that the values encourage them to go the extra mile' for patients. They also said that having the



Respect

we show respect for our patients, our visitors and each other – at all times

values embedded into their annual appraisal helps to keep them live and relevant to their job.

Our values are clearly at the heart of everything that the Trust does for patients and we believe that care, respect and responsibility are crucial to providing the best possible patient experience.



Responsibility

we take responsibility for everything we do – every day



Strategic objectives:

To achieve our vision, we will continue to have six strategic objectives. These will be discussed in more detail in this document. The strategic objectives are:

1. Deliver a great patient experience.
2. Deliver safe and caring services.
3. Drive service improvement, innovation and transformation.
4. Be the place people choose to work.
5. Make the best use of what we have.
6. Deliver a viable future.

These are underpinned by three clinical aims:

- q Develop integrated care provided locally to enable people to stay at home or be treated as close to home as possible.
- q Strengthen hospital-based care to ensure high quality hospital services are provided in the most effective and efficient way.
- q Provide specialist services to patients from the Black Country and further afield.

How we will measure success

We will know we have been successful at delivering our strategy when:

- q Our patient feedback scores are in the top quartile nationally.
- q Our Care Quality Commission (CQC) inspection rating is good or above and our quality indicators are amongst the best nationally.
- q The Multi-specialty Community Provider is implemented.
- q Our staff feedback and workforce indicators are in the top quartile nationally.
- q We achieve our financial plan.
- q We can demonstrate business growth.

These measures will enable us to test over time whether our plans are being achieved (see page 35).

We also know that there will be significant changes in the local and regional healthcare system throughout the lifetime of this strategy which mean that some of the care provided by DGFT will be delivered in a different way. For example, more care will be delivered in the community or in patient homes by the Dudley Multi-specialty Community Provider. This will make care easier to access for patients and fewer patients will spend time in hospital as we will be working more closely with other local health and social care organisations in the community. We will also be working collaboratively with other hospitals in the Black Country to make sure that services remain sustainable.

Our future success is dependent on how we participate in, deliver and adapt to these changes.



A changing healthcare landscape

Over the next two years, the care that we provide and the way that we provide it will continue to be shaped by the national, regional and local factors that impact on us. The following section describes the main things that will influence the Trust over the next two years.

Our patients

It is important that we understand the diverse needs and expectations of the local population. Over the next two years we expect the following changes to take place:

- q The population of Dudley borough is forecast to have increased from 318,000 in 2016 to 321,000 by 2020.
- q Life expectancy and the number of elderly people will continue to rise.
- q There will be more people with multiple, complex and long term health conditions.
- q Mortality rates from the main contributory diseases will reduce.
- q There will be a growth in the number of people with disabilities and mental health issues.
- q Levels of smoking, alcohol use, poor diet and obesity in Dudley will remain higher than national averages.
- q There will be a reduction in the number of births.
- q Health and wellbeing inequalities will continue to exist across the borough.
- q More patients that live outside of Dudley will access our services.

We will continue to develop and deliver our services to make sure that we meet these changing needs.

External context

The NHS Long Term Plan was published by NHS England in early January 2019. It sets out ambitions for the NHS over the next ten years and outlines how care will be improved through the development of more proactive and coordinated services and differentiated support being offered to individuals. There are four main areas in which improvements will be delivered:

- q The development of out of hospital care to ensure that patients can be seen in primary and community care settings (MCP).
- q A reduction in the pressure on emergency hospital services.
- q Delivery of high quality person-centred care with improved outcomes.
- q An emphasis on prevention of poor health and improving population health inequalities.

The delivery of the above is to be supported by an overhaul of the way in which local health care is funded, initiatives to tackle workforce pressures and investment in technology and digitally enabled health care. The plan states that 2019/20 will be a transitional year when local NHS organisations will have an opportunity to shape local implementation for their local populations.

One of the ambitions of the Long Term Plan is the development and implementation by 2021 of Integrated Care Systems across England where NHS organisations and local authorities will work together to meet the needs of the population they serve. In the Black Country, this will build on the work of the Black Country and West Birmingham Sustainability and Transformation Partnership (STP), of which we are part. The STP published a plan in autumn 2016 which identified the priorities for the delivery of healthcare across the region between 2016 and 2021 and how partners would run services in a more coordinated and sustainable way. The plan describes how the gaps in health and wellbeing, care, quality, and finance and efficiency will be addressed. In November 2018, the Black Country and West Birmingham Clinical Strategy was published which identifies and outlines the case for change for 12 clinical priority areas. These are:

- q Primary Care.
- q Cancer.
- q Mental Health.
- q Learning Disability Services.
- q Maternity & Neonates.
- q Children & Young People.
- q Urgent & Emergency Care.
- q Cardiovascular Disease.
- q Interventional Radiology.
- q Pathology.
- q Musculoskeletal Conditions.
- q Respiratory Disease.
- q Frailty.

The STP Clinical Strategy aims to drive forward a reduction in variation across the system, shared approaches to reviewing clinical practice, agreed clinical standards and protocols, and effective clinical engagement. The case for change for each priority area does not prescribe the specific actions needed and work is ongoing to develop options and plans for delivery in each of the 12 clinical priority areas. DGFT will engage fully in this work. The acute hospitals in the Black Country and West Birmingham are already working more closely together to provide services more collaboratively, give better value for money, reduce duplication and improve both efficiency and quality. Working together also helps to address workforce shortages and recruit and retain clinicians with specialist expertise.

One of the priorities of the STP is to develop local models of care which will be the starting point from which an Integrated Care System will be developed. Dudley Clinical Commissioning Group has commissioned a Multi-specialty Community Provider (MCP) for Dudley and awarded this contract in 2018 to DGFT and Dudley GPs. The vision is to integrate health and social care services to improve access, continuity and coordination of care. Some services currently provided by DGFT will be delivered through the MCP, including some outpatient and most community based services, intermediate care and end of life services.

A changing healthcare

The STP also focuses on improving maternity services and outcomes across the Black Country. The Black Country and West Birmingham Local Maternity System was established in 2017 and involves both provider and commissioning organisations. Its aim is to implement the recommendations in the national Better Births report (2016) and deliver the outcomes of the Maternity Transformation Programme. The aspiration is for all women to have choice and personalisation in their maternity care;

to reduce rates of stillbirth, neonatal death, maternal mortality and brain injury during birth by 50%; and to implement continuity of carer models. The NHS Long Term Plan proposes these are accelerated, and also focuses on the roll out of the Saving Babies Lives Care Bundle (with an emphasis on preventing pre-term birth), maternity digital care records, increasing access to perinatal mental health care and improving neonatal critical care.

The above initiatives align with the following:

1. The Dudley Health and Wellbeing Board have published their strategy for 2017-2022 which focuses on how individuals, communities and organisations can make Dudley a place where people live longer, safer and healthier lives. The Health and Wellbeing Board Strategy recognises that there are health inequalities in the borough and that people's demand and expectation for services is growing. One of the aspirations of the strategy is for organisations to work together to improve people's health and wellbeing and the quality of services that are available. The MCP will support the achievement of this.
2. A new vision – 'Forging a Future for all' – was launched for Dudley borough in September 2018. This community-wide vision sets out aspirations for the kind of place Dudley borough wants to be in 2030 and was developed by communities and organisations across the borough. It can only be delivered by organisations working together. The aspirations include ensuring Dudley borough is an attractive and affordable place to live and visit, with vibrant and diverse towns being home to healthy and safe communities.

In accordance with the aspirations of the NHS Long Term Plan, DGFT will engage fully with partners to realise the ambitions of an Integrated Care System for the Black Country and support the achievement of system wide objectives.

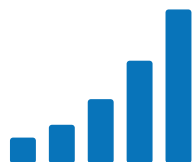
There are other elements of the external environment which will impact on the Trust over the next two years. To understand these, we have undertaken an analysis of the political, economic, social, technological, legal and environmental (PESTLE) context of the Trust. The main assumptions are:

- q Brexit is likely to be the biggest political change that impacts the Trust. There is currently no clear 'exit deal' for the UK leaving the European Union. The Trust's Emergency Preparedness, Resilience and Response Team has been tasked with coordinating a plan for the Trust's response to Brexit. This covers all areas of the Trust's business including support for staff from the European Union and the supply chains for goods, services and medicines.
- q The changing demographics of the local population and their expectations of care will lead to an increase in demand for our services. This includes people living longer and more people with complex and long term health needs at a time when the birth rate is forecast to decline.
- q Recruitment of our workforce will remain a challenge and the Trust will need to work innovatively to secure the workforce needed to meet future demand.
- q Innovation in digital technology will lead to changes in the way some of our services are accessed and delivered. Our clinicians will continue to participate in research and development. Our Electronic Patient Record (EPR) will improve access to real-time information for clinicians and patients.



A changing healthcare landscape

Internal environment



Our strengths

- q Our staff are dedicated, caring and hardworking and we have a loyal team of volunteers.
- q We provide acute and community services and there is partnership working with primary care enabling joined-up pathways for patients.
- q There is strong collaboration with our partners across the Black Country and beyond.
- q We have a good record of delivering some key performance targets (e.g. Referral to Treatment Times, infection rates, mortality rates).
- q We have excellent facilities, including the newly built Urgent Care Centre and new imaging facilities at The Guest Outpatients Centre.
- q We have a strong track record of digital developments, research and innovation. Our EPR and broader population health approach is transforming the way clinical staff undertake their work and many of our clinicians are actively engaged in research and innovation.



Our weaknesses

- q We received a Care Quality Commission rating of Inadequate for our Urgent and Emergency Services and the Trust has an overall rating of 'requires improvement' (April 2018 rating).
- q We have a challenging financial position. This limits our investment in change, transformation and our estate.
- q The recruitment of staff in some areas requires sustained focus. There are national and regional shortages for some types of staff. These include nurses, radiographers and middle grade and junior medics. Expenditure on agency staff impacts the financial position of the Trust. However, we have strategies in place to address those areas with high vacancies.
- q We do not consistently meet some performance targets, specifically the Emergency Access Standard.



Our opportunities

- q The way care is delivered will be transformed through the implementation of the MCP, partnership working with primary care and integrating services to improve care pathways.
- q Workforce recruitment initiatives will help us to develop a well-trained substantive workforce and reduce spend on agency staff. A range of engagement and development opportunities for existing and prospective staff are in place.
- q Closer working with other healthcare providers across the region as part of the Black Country STP will enable improved sustainability and accessibility of acute services.
- q Identification of business development and growth opportunities will enable the Trust to increase its market share and develop specialist clinical and non-clinical services.
- q Model Hospital, Getting it Right First Time and RightCare provide us with the opportunity to work differently, redesign the way care is delivered and improve efficiency.



Our threats

- q Changes in the political landscape (e.g. Brexit, government NHS policy and legislation) could mean that the Trust will have to change the way it works or its plans for the future.
- q National shortages of some types of staff (e.g. radiographers, consultants in some specialties) and changes to trainee pathways (e.g. nurses, pharmacists) mean that it may be difficult to recruit to some vacant posts. However, we have strategies in place to address those areas with high vacancies.
- q Financial pressures as a result of national funding allocations and delivery of the financial plan will remain challenging. The expectation for continued delivery of cost improvements remains a further pressure for the Trust.
- q Changes in demand associated with an ageing population and more people with complex and long term conditions mean that our services will have to be able to respond.

Achieving our vision through our strategic



Our six strategic objectives which underpin our vision are listed on page 5. This section of the document outlines what we will do to deliver each strategic objective and how we will measure our success. This is summarised as a strategy on a page on pages 28-29.

STRATEGIC OBJECTIVE ONE: deliver a great patient

Our ambition is to provide every patient that is cared for with a great patient experience. We have a Patient Experience Strategy which outlines how we will improve the experience of the care we provide and how we will seek feedback. All patients are given the opportunity to provide us with feedback on their care using the NHS Friends and Family Test (FFT) and our patient survey programme. These surveys give us valuable information and we have received good feedback for some services (maternity care and community) whilst there are others where we have more to do to improve (Emergency Department and Outpatients). We will continue to encourage patients to provide us with feedback and act on this until our survey scores are consistently amongst the best in the country.

Patients told us that their patient journey starts before they enter the hospital and that it includes the way in which we communicate through appointment letters and leaflets. We have a good record of achieving the targets for Referral to Treatment Time (RTT) and access to diagnostics and these were seen as a positive part of the patient journey in Dudley.

We know that we have more work to do to consistently meet the cancer access standard, emergency access standards and to meet RTT for those services which do not always meet the 18 week target.

The NHS Long Term Plan aims to reduce pressure on emergency hospital services by reducing emergency admissions through pre-hospital urgent care; implementing more comprehensive Same Day Emergency Care and acute frailty assessment services; reducing delayed discharges; and improving the responsiveness of community and primary care as well as the support for people living in care homes. We will work with our partners to realise this ambition. In addition, the NHS Long Term Plan emphasises the improvements required for earlier diagnosis of cancer through improved screening programmes and diagnostics; more precise and safer treatments; and better outcomes for patients, especially children and young people. A new standard will be set for patients to receive a diagnosis or ruling out of cancer within 28 days of referral and 75% of cancers will be diagnosed at stages 1 or 2.

... the NHS Long Term Plan emphasises the improvements required for earlier diagnosis of cancer through improved screening programmes and diagnostics; more precise and safer treatments; and better outcomes



Communication was a key theme from consultation with both staff and patients who felt that communication between the following could be improved:

- q The Trust and their GP.
- q Different services within the Trust.
- q Clinicians and the patient.

Patients also said that there is often a lack of information about how long they will need to

wait whilst attending for their appointments. The clarity of signage in the building and the physical environment of some of our waiting areas were identified by patients as things that we could improve.

Our Dudley Improvement Practice Programme will lead to tangible benefits relating to this strategic objective through the setting of measures which will ensure that patient experience is always factored into service improvement initiatives.

What we are going to do

We have set ourselves the following goals:

- q Review the mechanisms for patient engagement.
- q Improve the way we communicate with patients, their GPs and between different services within the Trust.
- q Integrate pathways within and between services to optimise efficiency and productivity.
- q Meet national access standards, including emergency care, RTT, diagnostic and cancer targets.
- q Improve the environment in which care is delivered, including signage inside and outside our buildings, the condition of some of our waiting rooms and the quality and availability of refreshments.

We will know we have been successful when:

- q Patient feedback scores are in the top quartile nationally.



Achieving our vision through our strategic objectives

The safety of the services we provide is of critical importance to us and we have a relentless focus on providing safe and high quality treatment and care for every patient. We do this in a number of ways which include providing training to staff, purchasing high quality equipment and putting preventative measures in place. Learning processes are used to reduce the likelihood of incidents recurring.

The Trust has a number of quality priorities which have specific and measurable targets used to assess whether we are improving the quality of the care we provide. These include:

- q Nutrition and hydration.
- q Pressure ulcer prevention.
- q Infection prevention and control.
- q Incident management.
- q Medications.
- q Patient falls.
- q Discharge management.

The Trust performs well on pressure ulcer prevention in hospital and falls as well as infection prevention and control. We remain committed to minimising these further. We know that we need to improve the targets related to pain management and medication administration.

We take part in all national clinical audits and audits of compliance with the National Institute for Clinical Excellence (NICE). These complement our own clinical audit programme. The Trust has regular internal unannounced Quality and Safety Reviews

which involve a multi-disciplinary team visiting clinical areas so that they can continually improve services.

The Trust has received a series of CQC inspections over the last 12 months which have highlighted a number of areas for improvement. Improving our Emergency Department and significantly enhancing the pathway and experience of care for patients that are admitted to us as an emergency are priorities for us. We have an improvement plan in place which focuses on the following:

- q Clinical assessment of all patients who present to the Emergency Department (ED) within 15 minutes (triage).
- q Identification, escalation and management of deteriorating patients.
- q Securing sufficient numbers of suitably qualified, skilled and competent staff.
- q Keeping children safe using robust safeguarding processes.
- q Securing further specialist clinical expertise for ED.

During consultation, most patients confirmed that we provide high quality, compassionate care and that our staff go over and above what normally might be expected to provide this. Our ambition is to treat every patient in line with our values and enable them to experience safe and effective services.

Our Dudley Improvement Practice Programme will lead to tangible benefits relating to this strategic objective through the setting of measures relating to the quality of the services that we provide.

What we are going to do

We have set ourselves the following goals:

- q Secure the improvements required for Emergency Care, including Same Day Emergency Care.
- q Improve core services that have been rated by CQC as requires improvement so that they are good, and services that are rated as good to outstanding.
- q Improve learning and feedback mechanisms to enhance quality of care.
- q Strengthen clinical and management decision making to improve the quality of care.
- q Develop mechanisms for staff to be better engaged in the reporting of and learning from incidents and serious incidents.
- q Implement revised clinical standards agreed as result of the national Clinical Standards Review.
- q Improve care for patients with major health conditions.
- q Deliver improvements in maternity care.

We will know we have been successful when:

- q Our CQC inspection rating is good or above

“ Improving our Emergency Department and significantly enhancing the pathway and experience of care for patients that are admitted to us as an emergency are priorities for us. ”

Achieving our vision through our strategic objectives

STRATEGIC OBJECTIVE THREE: drive service improvement, innovation

Consultation with staff has told us that there is often duplication in what we do for patients (e.g. repeat tests, duplicate letters) and that it would be possible to make better use of the resources we have by redesigning pathways and services to make them more efficient and effective. This strategic objective will initially focus on the development and implementation of the MCP and the transformational changes it will deliver to patient care and experience. This focus will be retained whilst the transformation required by the development of an Integrated Care System (ICS) for the Black Country by 2021 is developed in line with the NHS Long Term Plan.

The vision for the MCP is to integrate primary and community services to ensure that patients are provided with the right treatment, in the right place at the right time and by the right person. The development of pathways and services that will be part of the MCP is a significant step for the Trust. It will enable more care to be delivered in the community as close as possible to where the patient lives, rather than in hospital. The MCP will enable the development of integrated services across primary, community and social care, simplify care pathways and improve patient experience. During consultation, patients said that they welcomed these new approaches to service delivery and staff were keen to understand how our current services and patient pathways would be redesigned to meet the ambitions of the MCP. Staff wanted to be part of developing

designed to address the current and emerging needs of people living in Dudley. This will include:

- q Improving population access to primary and community services.
- q Providing better continuity of care for the rising number of people with multiple long term conditions.
- q Delivering more coordinated care for those with multiple and complex needs.
- q The prevention and early identification of health conditions.

Whilst working in partnership with other providers in the community, DGFT will continue to provide emergency and elective acute services. This will ensure continuity and coordination of services with primary care including integrated community teams, improved end of life care and frailty pathways.

“ The development of pathways and services that will be part of the MCP is a significant step for the Trust. It will enable more care to be delivered in the community as close as possible to where the patient lives, rather than

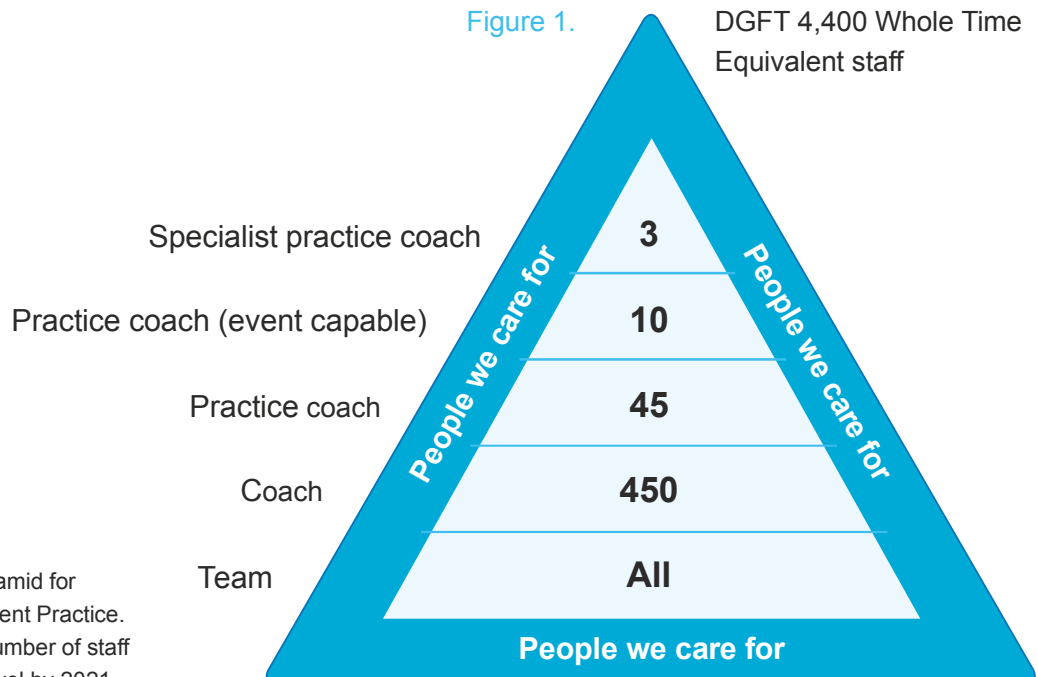
Whilst consultation clearly indicated that patients welcome the changes that the MCP will bring to Dudley, both patients and staff recognised the need for the Trust to also reconfigure its acute services to meet the changing demographics and needs of the population. Improving access to seven day services so that patients have access to consistently high quality care seven days a week is a priority for us and staff raised this as an area we should focus on over the next two years. Seven day services will mean that all non-elective patients who are admitted will be seen by a consultant within a few hours (or by the morning after arrival) and any urgent tests or treatments will take place the same day. The consultant or a member of their team will review each patient daily. This will improve patient experience and quality of care, as well as making our services more efficient by reducing length of stay and increasing discharge rates.

A number of our services have already received a clinically led Getting it Right First Time (GIRFT) review and we are working to implement the learning from these through a series of action plans. This will help to improve the effectiveness and efficiency of these services. We will continue to participate in GIRFT reviews throughout the lifetime of this strategy.

The Trust is one of seven Trusts that have been selected for a national Improvement Practice Programme with NHS Improvement (NHSI). The programme will employ methodology to improve quality and streamline the efficiency of services. This is a long term approach to continuous improvement which will include the training of practice coaches so that we have the relevant skills within the Trust as outlined in Figure 1.

Figure 1.

DGFT 4,400 Whole Time Equivalent staff



Staff Training Pyramid for Dudley Improvement Practice. This shows the number of staff trained at each level by 2021.

Achieving our vision through our strategic objectives

STRATEGIC OBJECTIVE THREE: drive service improvement, innovation and transformation (continued).

We have identified four key service areas to be the focus of the Dudley Improvement Programme during 2019:

- q Emergency Department.
- q Emergency Surgery.
- q Outpatient follow-up.
- q End of Life Care.

During the first three years, the Trust will be supported by NHSI who will assist with developing practice coaches, implementing and realising the benefits of the programme. The aim is that, after this period, the Trust will be self-sufficient to sustain the programme and continue to develop a culture of quality

A fully interoperable EPR delivered within a digital transformation programme will support sustainability and patient outcomes. The digital platform aligns fully with the Black Country STP health and social care economy roadmap and directly supports the MCP new models of care. Within the Trust, the EPR facilitates healthcare professionals to record and share clinical information, whilst accessing optimised and standardised care pathways, supporting clinician decision making to reduce unwarranted variation. Data analysis will support identification of areas for improvement and transformation. Our Digital Strategy will go some way to meeting the aspirations for digitally-enabled care that is outlined in the NHS Long Term Plan and we will continue to develop our strategy in line with the national ambition.

“ A fully interoperable EPR delivered within a digital transformation programme will support sustainability and patient outcomes.”



What we are going to do

We have set ourselves the following goals:

- q Provide care closer to home/ in the community through the implementation of the Dudley MCP.
- q Work with STP partners to develop and implement the Black Country ICS.
- q Configure acute services to meet changing demographics and the needs of the population.
- q Provide seven day services.
- q Redesign services to make them more efficient and effective.
- q Align all improvement practice to a single, consistent method - the Dudley Improvement Practice.
- q Maximise digital and analytical capabilities to support the delivery of Dudley Improvement Practice.
- q Deliver enterprise-wide electronic prescribing and an orders and results management suite within the EPR.
- q Deliver a paper-free Emergency Department to improve quality and efficiency of care.
- q Deliver an integrated population health digital platform to meet the current and future needs of Dudley citizens.

We will know we have been successful when:

- q The MCP is implemented.



Achieving our vision through our strategic objectives

STRATEGIC OBJECTIVE FOUR: be the place people choose to work.

The Long Term Plan for the NHS states that the performance of the healthcare system ultimately depends on its people and outlines the pressures experienced by staff and the organisations in which they work. A comprehensive national workforce implementation plan will be published later in 2019 which will set out the detail on specific issues and how they will be addressed.

We will grow and develop our workforce to ensure services are sustainable and we can meet future demands. Our Workforce Strategy presents our aspiration to have a workforce with the capacity and capability to meet the Trust's ambitions for the future, including the delivery of safe and effective patient care and better outcomes for patients. It provides ambitious expectations to support our workforce to develop their skills within a learning environment. It encourages staff to be innovative and to work together in an inclusive environment that stimulates the development of new ideas to support excellence. Our Workforce Strategy has six priority areas that are outlined on page 32.

Throughout consultation, patients told us that our staff are our most important asset, demonstrating compassionate care and doing an excellent job despite the pressures they face every day.

There is a national shortage of qualified nurses and prospective candidates face difficulties with funding their training. In order to support a sustainable nursing workforce, the Trust is going to be more ambitious in developing its own locally-sourced nursing workforce using the apprenticeship levy alongside a Nurse Degree Programme and a Nursing Associate model. This model will be supported with the development of Advanced Healthcare Practitioner roles alongside different models of care to deliver effective and safe clinical care.

We will continue to run recruitment campaigns for those staff groups that we find difficult to recruit, including nurses, allied health professionals (e.g. speech & language therapists, radiographers) and middle-grade medical staff. We have been successful at attracting medical staff through the Medical Training Initiative (MTI) scheme and will continue to recruit in this way.

We use a number of workforce performance measures to support our plans for workforce retention, capability and wellbeing. These include staff vacancy rates, turnover rates, sickness absence, appraisal rates and mandatory training.

“ patients told us that our staff are our most important asset, demonstrating compassionate ”

The Trust engages well with its staff with many new opportunities for engagement having been provided in 2017/18 and we have further ambitions for 2019. The area of staff engagement and staff experience will continue to be an area of focus. We realise the value of a fully engaged, highly motivated and diverse workforce that not only reflects the local population but works collectively to improve the patient experience.

The Workforce Strategy focuses on further developing an inclusive culture with our staff. This will be developed through enhanced clinical engagement that will support involved decision making by those delivering care. Effective staff engagement is the cornerstone of our strategy and we will continue to listen to and make improvements with our workforce.

We will build on our engagement approach with the Make it Happen events alongside initiatives such as the Chief Executive's monthly team briefings, Live Chat, Leadership Forum, Back to the Floor opportunities and supporting the Civility Saves Lives Campaign.

Staff achievements are recognised and promoted through the monthly Healthcare Heroes and annual Committed to Excellence Awards Ceremony. Every year, the Trust recognises staff with long service with an annual celebration.

Staff wellbeing is extremely important to the Trust and is closely aligned to the staff engagement work. There are quarterly wellbeing events in the Trust that support staff with both physical and mental health. The Trust is very proud of its success in staff services to support musculoskeletal and mental health conditions. Recognising that these are our two main reasons for absence, we will be developing these services further to support our staff.

Our Dudley Improvement Practice Programme will lead to tangible benefits relating to this strategic objective through the setting of measures which will ensure that staff morale is central to all service improvement initiatives.

What we are going to do

We have set ourselves the following goals:

- q Provide effective recruitment, development of existing and prospective staff in order to deliver a sustainable workforce that meets our clinical needs. Succession Planning will be a key element of this.
- q Develop a locally-sourced nursing workforce using the apprenticeship levy alongside a Nurse Degree Programme and a Nursing Associate model.
- q Enhance the levels of engagement and inclusive decision making ensuring clinical priorities are at the heart of the decision making process.
- q Enhance the experience of staff working at the Trust with the same commitment that we would expect when focusing on the patient experience.
- q Enhance the support associated with the health and wellbeing of our staff.

We will know we have been successful when:

- q Staff feedback and workforce indicators are in the top quartile nationally.

Achieving our vision through our strategic objectives

STRATEGIC OBJECTIVE FIVE: make the best use of what we

There is a finite supply of financial resources to meet the demand for our services. In recent years, as with many NHS providers, it has proved particularly challenging to deliver financial balance. In June 2018, the Government introduced a new funding settlement for the NHS with real terms growth of £20.5 billion per year by 2023/24. We will work to achieve financial balance whilst managing demand, complexity of care and the cost of agency staff.

Consequently, the Trust's ambition is to use its resources in the most cost-effective and efficient way to provide services that meet the changing needs of the population and demand. For example, over the last few years, demand for emergency care has been unprecedented and there have been increases in first outpatient appointments and day cases. During consultation, patients and staff told us that they are concerned about the additional pressures on our services and how the Trust will manage the forecast demand from rising numbers of elderly people and those with complex long term health conditions.

We will use our resources to support our strategy by working towards the following aims.

First and foremost, we will develop a plan to return to financial balance with all of our services being financially sustainable. The NHS Long Term Plan explains how revenue funding for the NHS will grow by 3.4% a year over the next five years to enable organisations

It is expected that all providers will achieve demographic changes and new priorities. financial balance alongside cash-releasing efficiency productivity growth of at least 1.1% per year. There is a national financial framework specifically aimed at supporting providers to return to financial balance and we will work with commissioners and regulators to reach this shared goal.

Secondly, we will build on the success of our efficiency programme in 2018/19 to create a platform for delivering efficiencies and sustainability going forward. To support this, we invested in new costing and coding IT systems in 2018/19 which will help us gain a better understanding of the true cost of providing patient care, the income we receive and what causes our cost pressures. Whilst we will eliminate unnecessary spend, we will also need to continue to invest in services and new developments and we will ensure that the financial and other business benefits are fully realised. We believe that improved clinical quality improvement through the Dudley Improvement Practice and the use of benchmarking tools like Model Hospital and GIRFT will deliver more effective and efficient use of resources. Our Dudley Improvement Practice Programme will lead to tangible benefits relating to this strategic objective through the setting of measures that ensure that all service improvement initiatives positively impact on value for money and efficiency. Benchmarking data shows where there is unwarranted variation in our services and helps us to understand where we can be more efficient and productive. The Use of

Resources information in the Model Hospital portal enables us to identify those areas where we currently use our resources efficiently and those where there are opportunities for us to improve, including how efficiently we utilise our hospital beds, appointments, staff, support services and our estate. We will use demand and capacity models to help us understand and plan what we need to provide so that patients do not wait too long for treatment - the gap between capacity and demand is one of the main reasons that waiting lists develop and waiting times increase.

Thirdly, we will work with partners locally to deliver efficient system redesign and transformation. We will make the best use of what we have through working in collaboration with our partners to implement new models of care as described by the MCP and NHS Long Term Plan. We will work with partners to reduce demand for acute hospital services through prevention of poor health, early detection and different models of care that will help avoid admission to hospital. An area of focus in the NHS Long Term Plan is to target the top five causes of premature death, including smoking, obesity, alcohol, air pollution and microbial resistance. Additionally, it emphasises the importance of prevention and early detection of health conditions (particularly cancer, diabetes, cardiovascular disease, stroke and respiratory disease) which will help to reduce the demand for hospital services and health inequalities. The local health system will produce plans in 2019 on how they will reduce health inequalities by 2023/24 and 2028/29.

What we are going to do

We have set ourselves the following goals:

- q Maximise the opportunities presented by the new national NHS financial framework.
- q Drive efficiency and productivity through the proactive use of benchmarking data.
- q Strengthen financial discipline and financial management.
- q Set and deliver our cost improvement programme.
- q Work with partners to reduce demand for hospital services by implementing initiatives to support prevention and early identification of health conditions.
- q Ensure services meet demand through implementation of demand and capacity models.

We will know we have been successful when:

- q We achieve our financial plan.

“ The Trust’s ambition is to use its resources in the most cost effective and efficient way. ”

Achieving our vision through our strategic

STRATEGIC OBJECTIVE SIX: deliver a viable

It is important that the Trust ensures the long term viability of its acute and specialist services.

The Trust will continue to work in collaboration with other acute hospital providers as part of the Black Country STP to ensure that services are viable, effective and efficient. We will develop our services and models of service provision for the relevant priority clinical areas.

We have made a good start with the Black Country Pathology Partnership Service. This service has a Hub at New Cross Hospital in Wolverhampton and essential services laboratories at Russells Hall Hospital, Walsall Manor Hospital and in Sandwell and West Birmingham. We have developed arrangements to provide 24/7 Interventional Radiology Services collaboratively across the Black Country. We will build on this work and recognise that the configuration of some services across the STP acute trusts may change over time. DGFT will seek to ensure that any transformation in services as a result of the STP Clinical Strategy benefit the residents of Dudley. Our clinical leaders and managers will actively participate in reviewing, scoping and developing services across the Black Country:

- q **Cancer:** we want services for patients to be in the top quartile for prevention, early diagnosis and treatment.
- q **Maternity & neonates:** we will provide a maternity care pathway that involves women, and those close to them, in the right choices for them to give birth in a safe and caring environment.
- q **Children & young people:** we will ensure they are in good physical and mental health, enabling them to become independent and productive members of our society.
- q **Urgent & emergency care:** we will sustainably meet the urgent and emergency care needs of local people through the development and delivery of Same Day Emergency Care and a comprehensive and integrated care service.
- q **Cardiovascular disease:** through networked and integrated services, we will prevent heart attacks and strokes using stronger pathways, better health management and health coaching.
- q **Musculoskeletal:** our patients receiving surgical care for hip replacements and other common musculoskeletal conditions will have good outcomes, high quality of care, and experience efficiency in service delivery.
- q **Respiratory:** we will reduce premature mortality rate for respiratory disease to below the England average. Patients living in the community will be able to access consultant outreach.
- q **Frailty:** we will put patients at the heart of their own care through better coordinated care that meets their needs when they are both at home and in hospital. We will reduce avoidable emergency admissions.

DGFT currently provides a number of specialist services. We are the centre for the Black Country for provision of vascular services and we intend to retain and expand this service to secure its future at DGFT. We provide stem cell transplants for patients across the Black Country in our haematology department, and we provide specialist plastic surgery, urology and gastroenterology. The data analysis we have undertaken indicates that there is scope for us to expand this specialist provision. We will raise the profile of these services, both locally and nationally. In doing so, our aspiration is for DGFT to become known as a centre of excellence for these procedures.

The information we have analysed indicates that there is potential for us to develop our market share and commercial opportunities. Our approach will be to ensure that over the next 12 months our current services are operating in a viable and sustainable way, whilst we embrace opportunities to both repatriate work to the Trust and attract new business. The time taken to do this will vary for each service area. We will initially focus on increasing our market share and repatriating activity for orthopaedics. We will consider disinvestment in services which may not be sustainable in the longer term, and we will look to our STP partners to work towards solutions and alternative models of delivery that benefit Dudley patients.



“ It is important that the Trust ensures the long term availability of its acute and specialist services.”



Achieving our vision through our strategic objectives

STRATEGIC OBJECTIVE SIX: deliver a viable future (continued).

The Long Term Plan for the NHS describes how patients benefit from research and innovation and ways in which it will become easier for organisations and patients to participate in these opportunities. Staff say that they are proud of the research, development and innovation that takes place at DGFT. Consultation suggested that staff are willing to embrace new ideas, new technologies and new ways of delivering care to benefit patients. The Trust will continue to participate in clinical trials and proactively look for and participate in research and development opportunities, whilst adopting new technologies that will improve the care

The ongoing improvement and development of our infrastructure is an important part of delivering a viable future for the Trust. Examples include:

- q Our Digital Trust Strategy and implementation of the Electronic Patient Record (EPR) which are significantly changing the way that staff work. This enables the provision of safer and improved care by making real time patient information more accessible to clinicians and speeding up decision making. It will also make us paper-free at the point of care.'
- q The development of a health economy-wide population health platform where clinicians and Dudley's citizens can access information to proactively promote wellbeing and prevent illness.
- q The ongoing development of back office functions (e.g. finance, procurement, human resources). The four acute trusts in the Black Country are working jointly on improving the procurement of hospital supplies.
- q Ensuring that our buildings and equipment remain fit for purpose. We anticipate that our largest capital investments over the next two years will be the reconfiguration of the Emergency Department to improve patient flow and provide a better environment for patients. The Trust has been awarded STP capital funding to enable this development. We aspire to the development of a hybrid theatre to assist in the management of emergency vascular patients and provide theatre capacity to support additional elective activity.



The Trust will produce a Sustainable Development Management Plan which will set out how we will deliver environmental, social and financial value in what we do. It will address issues such as air pollution, energy use, green space, carbon emissions and climate change. The plan will help identify waste reduction opportunities, financial savings and describe how we will minimise the impact our activities have on the environment. Designing new care pathways and reducing the need to travel to hospital will play a major part in this.

“ The plan will help identify waste reduction opportunities, financial savings and describe how we will minimise the impact our activities have on the environment. ”

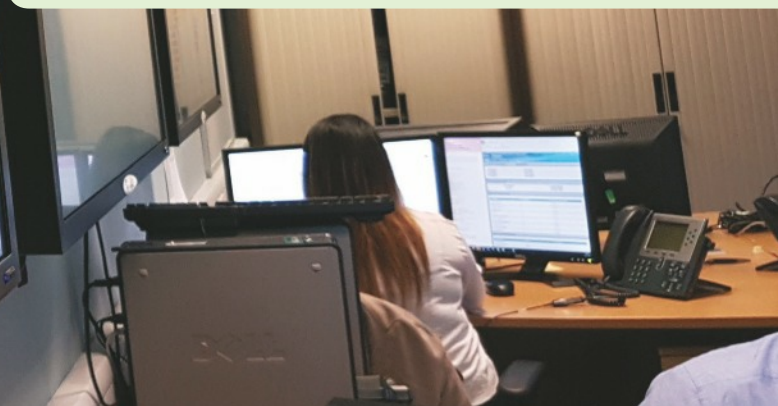
What we are going to do

We have set ourselves the following goals:

- q Implement STP work streams in collaboration with our Black Country Partners and the aspirations of the NHS Long Term Plan.
- q Develop specialist services in urology, gastroenterology and plastic surgery.
- q Increase the Trust's market share and commercial opportunities by developing opportunities for business sustainability and growth, particularly in orthopaedics, gynaecology and ophthalmology. This will include repatriating elective work from local private providers.
- q Maximise innovation and research.
- q Develop our infrastructure to support future models of working.
- q Further develop our approach to environmental sustainability.

We will know we have been successful when:

- q We can demonstrate sustainable business growth.



Strategic Objectives

Goal

1

DELIVER A GREAT PATIENT

Review the mechanisms for patient engagement

Improve the way we communicate with patients, their GPs and between different services within our Trust

Integrate pathways within & between services to optimise efficiency & productivity

Meet national access standards

Improve the environment in which care is delivered

2

DELIVER SAFE AND

Secure improvements required for Emergency Care

Improve core services that have been rated by CQC as requires improvement so that they are good, and services that are rated as good to outstanding.

Improve learning and feedback mechanisms to enhance quality of care

Strengthen clinical and management decision making to improve the quality of care

Develop mechanisms for staff to be better engaged in reporting of and learning from incidents and serious incidents

Implement revised clinical standards agreed as result of the national Clinical Standards Review

Improve care for patients with major health conditions

Deliver improvements in maternity care

3

DRIVE SERVICE IMPROVEMENT, INNOVATION AND TRANSFORMAT

Provide care closer to home/ in the community through the implementation of the Dudley MCP

Work with STP partners to develop and implement the Black Country ICS

Configure acute services to meet changing demographics and needs of the population

Provide seven day services

Redesign services to make them more efficient and effective

Align all improvement practice to a single consistent method

Implement digital initiatives to support improvements in the delivery of care

4

BE THE PLACE PEOPLE CHOOSE

Provide effective recruitment and development of staff in order to deliver a sustainable workforce that meets out clinical needs

Develop a locally-sourced nursing workforce using the apprenticeship levy alongside a Nurse Degree

Programme and a Nursing Associate model

Enhance the levels of engagement and inclusive decision making ensuring clinical priorities are at the heart of the decision making process

Enhance the experience of staff working at the Trust with the same commitment that we would expect when focusing on the patient experience

Enhance the support associated with the health and wellbeing of our staff

5

MAKE THE BEST USE OF WHAT

Maximise the opportunities presented by the new national NHS financial framework

Drive efficiency and productivity through the proactive use of benchmarking data

Strengthen financial discipline and financial management

Set and deliver our cost improvement programme

Work with partners to reduce demand for hospital services by implementing

initiatives to support prevention and early identification of health conditions

Ensure services meet demand through implementation of demand and capacity models

6

DELIVER A VIABLE

Implement STP work streams in collaboration with our Black Country Partners

Develop specialist services in urology, gastroenterology and plastic surgery

Increase the Trusts market share and commercial opportunities by developing opportunities for business sustainability and growth

Maximise innovation and research

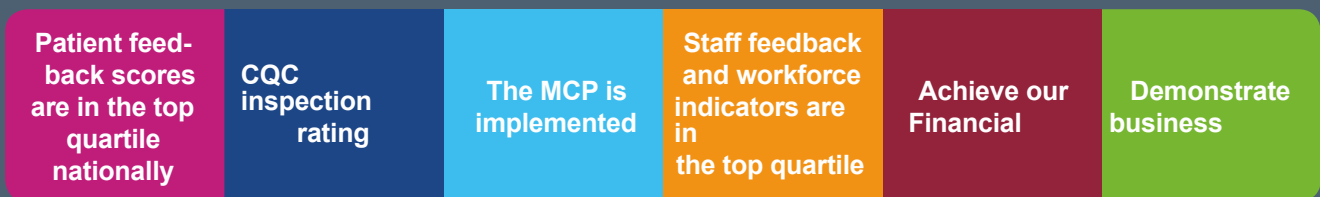
Develop our infrastructure to support future models of working

Further develop our approach to environmental sustainability

Our Trust Strategy for 2019-2021



Key



Underpinning strategies

Patient Experience Strategy (2018-2019)

Information Governance Strategy (2017-2019)

Quality Improvement Strategy (2017 – 2019)
Patient Safety Strategy (2019 -2022)

Nursing & Midwifery Strategy (2017-2020)
Clinical Strategy (2017-2021)
Nutrition Strategy (2016-2019)

Learning Disability Strategy (2015-2018)
Risk Management Strategy (2018-2020)

End of Life & Palliative Care Strategy (2017-2020)

Cancer Strategy (2018-2021)

Allied Health Professionals (AHP) Strategy (2018 - 2021)

Workforce Strategy (2015-2020)

Health and Wellbeing Strategy (2014-2017)

Estates Strategy (2018-2020)

Research & Development Strategy (2018-2021)

Digital Strategy (2016-2019)



Implementing our strategy

During the consultation, we were asked how we would deliver the strategy over the next two years. There are two ways that we will do this.

1) Underpinning Strategies

The Trust has a number of strategy documents that underpin and support The Dudley Group NHS Foundation Trust Strategy for 2019 –2021 and support the delivery of our vision, values and strategic objectives. These are enabling strategies and are shown on page 29.

Whilst all are important, outlined below are the key underpinning strategies that are central to the delivery of safe, high quality care and services by a well-trained sustainable workforce.

Our Quality Improvement Strategy

Our Quality Improvement Strategy concentrates on how we will deliver high quality care. It has a number of key themes:

- q Our quality priorities include patient experience, infection prevention and control, pressure ulcer prevention, incident management, nutrition/hydration, medications and discharge management. They were set following consultation with staff, patients and governors and each year the Trust agrees specific measurable targets for each.
- q The Trust will improve its CQC rating from Requires Improvement to Good, and then to Outstanding.
- q The Trust will promote and make visible a safety culture to all staff, visitors and the public. This will be undertaken by a number of initiatives including human factors training, promoting staff Speaking Up and ensuring lessons are learned from both good practice and when clinical incidents and complaints occur.
- q Systems are in place to ensure the effective prevention, identification, escalation and management of all deteriorating patients, including those at risk of developing sepsis. We will have educational programmes in place so that staff are aware of and respond to early changes in patients' conditions.
- q The Trust will continue to review all deaths that occur at the Trust using the nationally agreed mortality indicator. We will learn lessons from the outcomes of the reviews ensuring that improvements in care occur.
- q The Trust will monitor its staffing levels which impact on the quality of care, comply with national guidance and take action to improve these when necessary.
- q The Dudley Improvement Practice is an integral part of how the Trust will deliver a culture of continuous quality improvement.

Implementing our strategy



Our Workforce Strategy

Our Workforce Strategy underpins this strategy, but is particularly relevant to the strategic objective be the place people choose to work. Our Workforce Strategy has six strategic priorities. These are:

- q **Strategic priority one** - leadership, development and values: our staff will have access to relevant education that meets the needs of the service within a culture of continuous development.
- q **Strategic priority two** - staff wellbeing and engagement: we will be a well led and engaged organisation with an inclusive culture that demonstrates our values.
- q **Strategic priority three** - innovation and change: we will be a Trust that excels in innovation through our workforce.
- q **Strategic priority four** – workforce capacity: we will ensure that our workforce capacity is efficient and flexible to support patient and service needs.
- q **Strategic priority five** - recruitment and retention: we will have the right people in the right place within the framework of a sustainable workforce model.
- q **Strategic priority six** - performance and productivity: we will support and expect the achievement of the highest level of workforce standards.



Our Clinical Services Strategy

This strategy recognises the importance of clinical service development being clinically-led. It sets out how DGFT proposes to develop, organise and deliver its clinical services which will ultimately lead to improved quality, patient access, clinical outcomes and patient experience. This will be achieved through three clinical aims which are:

1. Develop integrated care provided locally to enable people to stay at home or be treated as close to home as possible.
2. Strengthen hospital-based care to ensure high quality hospital services are provided in the most effective and efficient way.
3. Provide specialist services to patients from the Black Country and further afield.

Clinical support services (e.g. pharmacy, imaging, pathology and therapies) underpin the delivery of the Clinical Services Strategy. We recognise that these services also need to develop so that they can fully support changes in our clinical services.

Each of the Trusts clinical services is also developing a strategy on a page which outlines the strategic options for the service for the next two years. The strategic options were identified from key findings of the competitor analysis, market share analysis and portfolio analysis which were undertaken to support our approach to strategic objective six –deliver a viable future.’



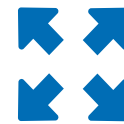
Our Nursing and Midwifery Strategy

Our Nursing and Midwifery Strategy describes how we intend to develop our nursing, midwifery and support services to provide high quality care to our patients and service users. The strategy is aligned to two national strategic documents – ‘Compassion in Practice’ and ‘Leading Change, Adding Value.’ It articulates our local priorities for each of the six Cs:

- q Care.
- q Communication.
- q Compassion.
- q Courage.
- q Competence.
- q Commitment.

We have made progress on the delivery of the Strategy including:

- q The adoption of proactive approaches to the identification, assessment and monitoring of falls resulting in harm in the hospital and community settings.
- q Ensuring all registered nurses and midwives are aware of the revalidation processes and that robust monitoring systems are in place.
- q Enhancing the care and management of patients with dementia in line with the Trust’s Dementia Strategy.
- q Prioritising care closer to home reducing the need for hospital attendance.
- q Encouraging the professional development of all of our Nursing and Midwifery staff.
- q Improving the way we care and manage the individual needs of patients with Learning Disabilities.
- q Supporting all nurses and midwives to understand and meet their responsibilities with regard to safeguarding.



Our Estates Strategy

Our Estates Strategy has been developed to provide an integrated approach to how we use our estate to support delivery of services that are aligned to both national and local plans, including the STP. The Estates Strategy supports the Trust’s ambition to provide a range of high-quality services in a dynamic and stimulating environment which attracts the best staff. A detailed utilisation study is being undertaken to provide information to enable us to strategically reconfigure any current areas that constrain clinical services from changing their operational requirements. The key themes of the Estates Strategy are:

- q Redevelopment of our Emergency Department.
- q Reconfiguration of clinical space.
- q Development of a hybrid theatre and additional theatre capacity.
- q Assessing the impact of the Electronic Patient Record on storage requirements for paper-based patient records.
- q Development and investment in energy efficiency schemes.
- q Aligning our estate to the developments of the MCP and STP.
- q Disposing of surplus land.

Implementing our strategy

2) Annual business planning

Every year, the Trust and each of its services produces an annual operational business plan. These outline how we will deliver each strategic objective over the next 12 months and what changes are needed. They are monitored through robust governance processes in line with the Board Assurance Framework and through governor and Trust Board oversight. This secures delivery against the plan to improve the care provided to the population the Trust serves.

This enables the Trust to:

- q Understand how the vision, values and strategic objectives in this strategy are relevant to and are embedded within each of the Trust's services.
- q Understand how each service is delivering against each strategic objective.
- q Ensure that staff across the organisation understand how the strategy is relevant to them and their role in supporting the delivery of the strategic objectives.

Conclus

The next two years will be a challenging time for the Trust as it implements this strategy. We have a clear vision for the future provision of clinically and financially sustainable services for the population we serve. The national plan for the NHS, the priorities of the Black Country STP and the delivery of the MCP will mean that the Trust will need to be configured and to operate differently by 2021. We will embrace these opportunities by working collaboratively with our partners and through the implementation of new technologies, particularly through digital technologies. The Trust is committed to providing safe, high quality and timely care and to making the improvements outlined in our CQC action plans. We remain committed to continuous improvement through implementing the Dudley Improvement Practice and to improving our financial position to achieve financial balance. We know that we cannot achieve this strategy

without continuing to invest in and develop our workforce.

This strategy does not provide precise details of the exact actions we will take. Instead, it sets out the direction of travel and high level priorities we have identified from consultation with our stakeholders and the analysis of data available to us. It summarises what change is needed. This strategy can only be delivered if we rigorously plan and monitor what we are doing through our annual business planning process, with robust governance and oversight processes in place that are in line with the Board Assurance Framework. This will secure delivery against the strategy to improve the care provided to the population the Trust serves.

This strategy takes into account the environmental factors currently known to the Trust. We will review the strategy in the context of any future changes.



Our measures of

Strategic objective	Measure of success	Where we are now	Where we will be after year one	Where we will be after year two
SO1	Our patient feedback scores are in the top quartile nationally	Yellow	Yellow	Green
SO2	Our Care Quality Commission (CQC) inspection rating is good or above	Red	Yellow	Green
SO3	The MCP is implemented	Yellow	Yellow	Green
SO4	Staff feedback and workforce indicators are in the top quartile nationally	Yellow	Green	Green
SO5	We achieve our financial plan	Red	Green	Green
SO6	We can demonstrate sustainable business growth	Red	Yellow	Green

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